

## Community Development Block Grant Narrative

### Introduction

The City of Cambridge has successfully completed the second year of the City's Five-Year Consolidated Plan. Activities undertaken during this period reflect the goals and objectives as stated in the City's Five-Year Consolidated Plan and One-Year Action Plan. What follows below is a broad overview of how each receiving Division within the City utilized CDBG funds in relation to the One-Year Action Plan, and how these activities contribute to the fulfillment of objectives as stated in the City's Five-Year Consolidated Plan. Please refer to each Division's separate Narrative for details not elucidated here.

| Overview of CDBG Funded Activities          | Housing                    | Economic Development    | Community Planning        | Public Services           |
|---|----------------------------|-------------------------|---------------------------|---------------------------|
| <b>Accomplishments - FY 2002 &amp; 2001</b> | (Units)                    | (Businesses)            | (People Assisted)         | (People Served)           |
| Anticipated                                 | 288                        | 86                      | 2882                      | 6270                      |
| Actual                                      | 990                        | 97                      | 3,482                     | 10,245                    |
| <b><i>Five Year Consolidated Plan</i></b>   | <b><i>1,624</i></b>        | <b><i>335</i></b>       | <b><i>6,095</i></b>       | <b><i>18,500</i></b>      |
| <b>Expenditures - FY 2002 &amp; 2001</b>    |                            |                         |                           |                           |
| Anticipated                                 | \$4,700,701                | \$402,315               | \$1,337,060               | \$1,214,140               |
| Actual                                      | \$4,988,158                | \$324,500               | \$998,640                 | \$1,159,536               |
| <b><i>Five Year Consolidated Plan</i></b>   | <b><i>\$11,700,000</i></b> | <b><i>\$635,000</i></b> | <b><i>\$4,000,000</i></b> | <b><i>\$3,000,000</i></b> |

### Housing

The City of Cambridge is home to one of the most effective Housing Division currently operating in the US. The City, being largely built-out and in close proximity to the City of Boston, faces a very challenging real-estate market where owners and developers can receive substantial returns on the open market. Considering these challenges, the Housing Division has been successful in maintaining a large percentage of affordable housing units and has been effective in the utilization and leveraging of HUD supplied funds.

The Division utilizes, as its primary sub-recipients, the Homeowner's Rehab. Inc.(HRI), Just-A-Start (JAS) and Cambridge Neighborhood Apartment Housing Services (CNAHS) non-profit organizations in funding the Home Improvement Program (HIP), Affordable Housing Development (AHD) and Multi-Unit Rehab objectives. The Division has also been very successful in leveraging CDBG funds in funding its initiatives. Housing also uses HUD money to execute initiatives outside of JAS, HRI and CNAHS contracts.

The City enacts its Housing rehabilitation initiatives through three primary non-profit organizations, Housing Improvement Program (HIP), Affordable Housing Development (AHD) and Cambridge Neighborhood Apartment Housing Services (CNAHS).

- CNAHS provides low-interest rehabilitation financing to private owners of multi-family properties in return for a set-aside of units for low and moderate-income tenants.
- HIP, in collaboration with Homeowner's Rehab. Inc. (HRI), Just A Start (JAS) and the Rehabilitation Assistance Program (RAP), is a low-interest rehabilitation loan program for low and moderate-income owners of one to four unit buildings.
- AHD, through several local non-profit housing agencies including Home Owner's Rehab. Inc. (HRI), Rehabilitation Assistance Program (RAP) and Just A Start Corporation (JAS), provides financial assistance and technical support for the acquisition and rehabilitation of existing buildings.

The Housing Division's sub-recipients (JAS, HRI and CNAHS) derive Program Income through the re-payment of principle and interest to their respective rehabilitation Revolving Loan Funds, as well as through development fees and re-sale of properties through our Affordable Housing Development Program.

| <b>Housing Accomplishments<br/>FY 2002</b> | <b>5 Year<br/>Goal<br/>(units)</b> | <b>Year 1<br/>Actual<br/>(units)</b> | <b>Year 2<br/>Anticipated<br/>(units)</b> | <b>Year 2<br/>Actual<br/>(units)</b> | <b>Five-Year Goal Unit<br/>Completion<br/>Percentage</b> | <b>Year 2 Total<br/>Spend</b> |
|--|------------------------------------|--------------------------------------|---|--------------------------------------|--|-------------------------------|
| Affordable Housing Development             | 1374                               | 90                                   | 40  | 349                                  | <b>31.95%</b>  | \$982,690.97                  |
| Home Improvement Program                   | 250                                | 64                                   | 30  | 113                                  | <b>70.80%</b>  | \$1,077,777.87                |
| Rehab Assistance Program                   | 250                                | 310                                  | 50  | 56                                   | <b>146.40%</b>   | \$279,781.48                  |
| Historic Preservation                      | 40                                 | 8                                    | 8   | 8                                    | <b>40.00%</b>  | \$48,000.00                   |

## Economic Development

Activities undertaken during the second year of the City's Five-Year Consolidated Plan reflect the substantial change the Division has endured over the past two fiscal years. Year One of the time period covered in the Five-Year Consolidated Plan saw the Economic Development Division in a transition period; operating without a Director and with limited staff, the Division faced many challenges in effectively meeting all of its goals. Having just completed Year Two of the time period covered by the Five-Year Consolidated Plan, the Division has made very positive head-way in attaining its long-term goals, as well as developing new initiatives. With a new Director, the Division has expended substantial and useful energy in the pre-development of a proposed Neighborhood Revitalization Strategy (that currently awaits approval for Fiscal-Year 2003) in conjunction with its ramping up of programs from a previous year of challenge.

The four primary initiatives of the Economic Development Division included: The continuation of its Retail Best Practices Program, which is aimed at providing low/moderate income eligible microenterprise retailers and restaurateurs assistance in

achieving higher degrees of operational efficiency, a Loan Fund Incubator aimed at serving 3 to 4 businesses and preserving a blighted historical building (providing the space to 2 non-profit theatre operators), Workforce Development initiatives that partner with Cambridge schools and continuing its work with the Cambridge Business Development Center (CBDC).

The Economic Development Division has revised certain goals as stated in the Five-Year Consolidated Plan. This is due to the mingling of overall Division goals and Block Grant specific goals. The numbers now reflect activities that are directly tied to CDBG funds. The Division also experienced very positive response to its Retail Best Practices and Financial Literacy programs

| <b>Economic Development Accomplishments FY 2002</b> | <b>5 Year Goal<br/>(businesses served)</b> | <b>Year 1<br/>Actual</b> | <b>Year 2<br/>Anticipated</b> | <b>Year 2<br/>Actual</b> | <b>Five-Year Goal Unit<br/>Completion<br/>Percentage</b> | <b>Year 2 Total<br/>Spend</b> |
|---|--|--------------------------|-------------------------------|--------------------------|--|-------------------------------|
| <b>CBDC / Small Business Assistance</b>             | <b>275</b>                                 | <b>0</b>                 | <b>55</b>                     | <b>55</b>                | <b>20.00%</b>  | <b>\$70,000</b>               |
| <b>Loan Fund / Incubator</b>                        | <b>n/a</b>                                 | <b>0</b>                 | <b>1</b>                      | <b>1</b>                 | <b>n/a</b>   | <b>\$200,000</b>              |
| <b>Retail Best-Practices</b>                        | <b>60</b>                                  | <b>0</b>                 | <b>5</b>                      | <b>41</b>                | <b>68.33%</b>  | <b>\$54,500</b>               |

### Community Planning

Cambridge's Community Planning Division plays an integral part in the City's development, and how that development is designed and enacted with public awareness and interaction. Community Planning provides high quality technical assistance to staff members, the City and residents for all department operations and provides information to the public on various planning and zoning initiatives. The Department also staffs and assists the Planning Board, working with various interested parties, both public and private, in developing, reviewing and implementing various urban design improvements.

In FY 2002, the Community Planning Division continued working with the Planning Board and City Council on comprehensive Citywide Rezoning to achieve citywide density reductions, permanent citywide project review and new housing districts. Community Planning also completed its Eastern Cambridge Planning Study (ECaPS) with the new Zoning adopted by City Council October 2001. The Riverside Planning Study continued during FY 2002, and two Open Space / Playground initiatives were completed. The Community Planning Division met its FY 2002 public outreach goal through the many programs, events and initiatives undertaken during the period.

| Community Planning Accomplishments 2002                                     | FY | 5 Year Goal | Year 1 Actual | Year 2 Anticipated | Year 2 Actual | Five-Year Goal Unit Completion Percentage | Year 2 Total Spend |
|---|----|-------------|---------------|--------------------|---------------|---|--------------------|
| Technical Assistance to Staff Members                                       |    | 60          | 15            | 15                 | 15            | 50.00%                                    | n/a                |
| Provide Information on Planning and Zoning                                  |    | 4,000       | 1,660         | 800                | 1,400         | 76.50%                                    | n/a                |
| Outreach for Urban Design Plans & Proposed Development                      |    | 600         | 150           | 120                | 120           | 45.00%                                    | n/a                |
| Develop, Implement & Review Urban Design Improvements and Master Plan       |    | 120         | 18            | 24                 | 24            | 35.00%                                    | n/a                |
| Staff & Assist Planning Board   |    | 120         | 36            | 24                 | 24            | 50.00%                                    | n/a                |
| <b>Parks &amp; Playgrounds:</b>   |    |             |               |                    |               |   |                    |
| Renovations   |    | 25          | 5             | 5                  | 5             | 40.00%                                    | n/a                |
| Technical Assistance  |    | 30          | 6             | 6                  | 6             | 40.00%                                    | n/a                |
| <b>Total Parks &amp; Playgrounds</b>  |    | <b>55</b>   | <b>11</b>     | <b>11</b>          | <b>11</b>     | <b>40.00%</b>                             | <b>n/a</b>         |
| <b>Increase Quality &amp; Availability of Planning-Related Information:</b> |    |             |               |                    |               |   |                    |
| GIS Maps  |    | 600         | 75            | 120                | 120           | 32.50%                                    | n/a                |
| Presentations   |    | 500         | 100           | 100                | 100           | 40.00%                                    | n/a                |
| Project & Program Materials   |    | 20          | 4             | 4                  | 4             | 40.00%                                    | n/a                |
| Major Department Initiatives  |    | 20          | 4             | 4                  | 4             | 40.00%                                    | n/a                |
| <b>Total Deliverables</b>   |    | <b>1140</b> | <b>183</b>    | <b>228</b>         | <b>228</b>    | <b>36.05%</b>                             | <b>n/a</b>         |
| <b>Total CDBG Spend: \$458,326.00</b>                                       |    |             |               |                    |               |   |                    |

## Public Services

The City of Cambridge provides a comprehensive array of Public Services and programs for its residents through the Department of Human Services. The Department's mission is to improve the quality of life for Cambridge's youths, seniors and all residents by creating and coordinating public services. The scope of the work the Department of Human Services undertakes is impressive and its effectiveness in executing its objectives is seen in the number of Cambridge residents assisted each year through its programs.

The Department delivered these services through programs aimed at: Training and counseling for gainful employment; Legal services for at-risk families and individuals; services for Battered and Abused spouses; Child Care services; counseling and support initiatives for at-risk Youths and their families; programs for the City's Seniors and various General services which do not fit easily into a HUD specified category. The Department of Human Services also administers the City's Continuum of Care and ESG programs, which provide comprehensive services to homeless and at-risk individuals and families throughout Cambridge.

Public Services goals as stated in the Five-Year Consolidated Plan have also been amended in certain instances. This was done to effectively distinguish between all initiatives and goals and those which relate directly to CDBG funds.

Cambridge's Public Service initiatives serve a Limited Clientele {24CFR 570.208(a)(2)(i)(A)(B)} of low and moderate-income individuals and families. The City's Public Service non-profit subcontractors undertake Income Verification and maintain such records for all applicable programs and persons. The only portion of the

Limited Clientele “assumed” to be low or moderate income is the homeless, who are served through the Emergency Shelter Grant.

| Public Services Accomplishments FY 2002 | 5 Year Goal | Year 1 Actual | Year 2 Anticipated | Year 2 Actual | Five-Year Goal Unit Completion Percentage | Year 2 Total Spend |
|---|-------------|---------------|--------------------|---------------|---|--------------------|
| General                                 | 18,600      | 3,747         | 2500               | 3,693         | 40.00%                                    | \$329,976.68       |
| Battered & Abused Spouses               | 1,793       | 439           | 400                | 278           | 40.00%                                    | \$74,803.93        |
| Child Care Services                     | 450         | 133           | 400                | 47            | 40.00%                                    | \$20,000.00        |
| Employment Services                     | 1,563       | 306           | 300                | 319           | 40.00%                                    | \$76,181.08        |
| Legal Services                          | 428         | 103           | 100                | 68            | 40.00%                                    | \$23,064.58        |
| Senior Services                         | 1,743       | 351           | 250                | 346           | 40.00%                                    | \$25,535.65        |
| Youth Services                          | 1,038       | 52            | 50                 | 363           | 40.00%                                    | \$81,546.14        |

### Citizen Comments

The Community Development Department would like to consider the views and comments of the City's residents. However, no comments were received during the 15 days that the Annual Performance Report was available to the public. The Community Development Department believes the lack of comment is due, in great part, to the Department's prior positive and extensive consultation with neighborhood groups, business leaders, service providers and other residents of the City. As noted above, the FY01 Annual Performance Report will be available for examination upon request to the Cambridge Department of Community Development. All CDBG, HOME & ESG Reports are made available for reading / downloading on the Community Development Department's website, located at: [www.ci.cambridge.ma.us/~CDD/](http://www.ci.cambridge.ma.us/~CDD/)